

Congress of the United States
Washington, DC 20515

November 2, 2016

Dear esteemed leaders of the Bears Ears Coalition:

We are committed to finding solutions to the various land designation and management challenges facing the Bears Ears region of San Juan County, Utah. Working together with tribal leaders, local officials, and other land-user groups, we believe that a proposal can be crafted that adequately designates the Bears Ears for conservation, recreation, and tribal uses.

We would also like to work with tribal leaders on a co-management proposal. It is widely known that co-management cannot be achieved through an Antiquities Act designation. Only the congressional process can craft a meaningful co-management plan in which the tribes are made equal to other participants.

If a national monument were to be designated at the Bears Ears, co-management would not be part of the proclamation. In an October 2016 memo, Bill Hedden, Executive Director of the Grand Canyon Trust, wrote to his Board of Trustees: "White House staff are convinced that the proclamation itself cannot establish full collaborative management..." He went on to write: "The great danger to getting this done is that the White House will decide that not designating a monument at all is better than taking an action that will disappoint or anger the tribes."¹

Further, recent Secretarial Order 3342 issued by Secretary Sally Jewell left much to be desired by tribal leaders looking for a seat at the land-planning table. The Order, intended to boost tribal involvement in the land planning process, was littered with caveats and loopholes. The Department of Interior explicitly acknowledges: "[T]he Order does not address 'co-management'."²

Clearly the administration can give tribes coordination. But we all know what that means. It means tribes can participate in all the meetings. It means tribes can listen to the discussion. It means tribes can even make recommendations. But at the end of the day, coordination puts tribes in the role of an advisor. It doesn't have any real teeth or authority.

¹ Grand Canyon Trust, Board of Trustees Meeting, 1-1, (Oct. 14, 2016).

² Dep't of the Interior, Secretarial Order No. 3342, Identifying Opportunities for Cooperative and Collaborative Partnerships with Federally Recognized Indian Tribes in the Management of Federal Lands and Resources, Sec. 2(c)(3) (Oct. 21, 2016)

On the other hand, Congress can give tribes actual co-management and decision-making power. If tribes really want co-management at the Bears Ears, something tribes and the Coalition have been saying they want for the past two years, then we would ask that we work together through a congressionally negotiated process.

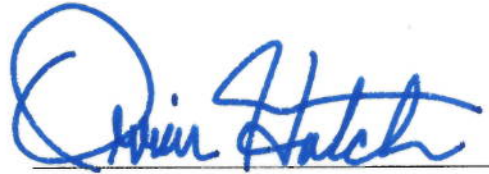
We are prepared to work together during the upcoming congressional session to attain these goals. Similarly, we are committed to prioritizing a land designation and co-management proposal when the 115th Congress convenes, should the need arise.

Time is of the essence, but we also believe the proposals put forward should achieve desired goals and not simply complete the conservation legacy of an outgoing president.

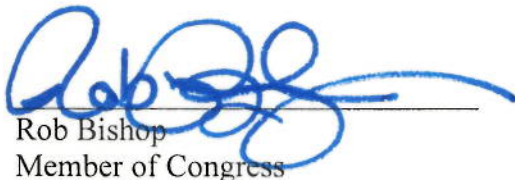
Sincerely,



Michael S. Lee
United States Senator



Orrin G. Hatch
United States Senator



Rob Bishop
Member of Congress



Jason Chaffetz
Member of Congress

Encl.:

1. Grand Canyon Trust, Native America Program Strategic Outline October 2016.
2. Grand Canyon Trust, Board of Trustees Meeting, October 14, 2016.

NATIVE AMERICA PROGRAM STRATEGIC OUTLINE
OCTOBER 2016

I. DineHozho L3C and Navajo Parks General Management Plan

Theory of Change

Outside developers have taken advantage of the dire economic conditions of western Navajo - a place that has suffered the compounding effects of a 30+ year freeze on development, a Navajo/Hopi land dispute, and geographic separation from the Navajo Nation capital of Window Rock. Developers have promoted a mega development lacking economic details that is promised to bring over a 1000 jobs, millions of dollars in revenue, and infrastructure to this location. The developers have little regard for local values, and have not respected local ideals, vision, and values. Developers have not offered business ownership options to the local community or community members of any level. A very controversial aspect of the proposed development is a tramway that would take visitors to the Confluence at the intersection of the Little Colorado and Colorado Rivers at the bottom of the Grand Canyon.

The Trust has assisted the families opposing the project to create a strategy and ensure prominent opposition from across Navajo land and area tribes.

In this far flung region, located next to one of the eight wonders of the world, it is prudent to help the communities create a well-thought out plan for how to develop their economies while protecting the land and sacred areas. It makes sense to figure out how to protect the land by helping develop new land protection mechanisms under the laws of the prominent and sovereign Navajo Nation.

In the next two years, the Trust will engage key regional chapter leaders and key stake holders to develop and implement portions of an alternative economic development entity, Dine Hozho L3C. We will use business experts to research and develop the plan(s) and support an inter chapter-owned social entrepreneurship entity that will honor the place and peoples. We will partner with key Navajo leaders and existing on-the-ground organizations to structure a venture and help recruit partners to carry out the plan. We will assist the DineHozho L3C venture managers in securing financing to initiate key GCT-compatible projects. A major opportunity for GCT is to strengthen the Navajo Nation parks system that encompasses most of the eastern portion of the Grand Canyon through creation of a general management plan. As invited, the Trust would do all it can to ensure that such a project benefits local communities and offer significant land and cultural values protection.

A. DineHozho L3C

Strategic Goal: Navajo communities near the East rim of the Grand Canyon understand and are engaged in efforts to create economic development options that stand as alternatives to a tramway development

Intermediate Goal: The Dinehozho L3C structure is formalized, a first round of sponsored projects is initiated, and the L3C becomes, through outreach, more widely known as an acceptable community engagement and economic development alternative to Escalade and future Escalade-like proposals.

GCT activities:

L3C structure

- a. Secure necessary expertise to refine business plan and secure impact investment from several impact investors
- b. Serve as an incubator to DineHozho for two years. Create new investment opportunities, and build capacity of the DineHozho management team to assess new opportunities

First-round projects

- a. Support implementation of GCT compatible projects developed by DineHozho L3C including a small business investment platform, Harvest Facility, and other projects
- b. Assist with securing socially responsible impact investment for the Harvest facility once a business plan is completed, a site located, venture formed, etc.

Outreach

- a. Build out a DineHozho website that offers background information and featured businesses
- b. Continue to engage key chapter leaders and stake holders to develop and implement economic development strategies that offer local business development opportunities that preserve the ecology and cultural values of the region

Growth trajectory: Over the next 2 years, we expect the L3C to assume self-sustaining status. During and following this incubation period, we expect the L3C to participate in building capacity for 1-3 projects per year across western Navajo.

GCT's role in extension / expansion: Our intention is that the L3C will be self-sustaining within a two-year period. GCT will continue to play a key advisory role after the L3C's start-up, but will not maintain primary responsibilities for operations of the L3C. As the L3C continues to establish itself, we expect to see a diversity of business ventures launch through it. We will participate more intensively in a subset of ventures (GMP work, for example) that align directly with our mission, and will play a more limited advisory role for the remainder of ventures launched.

Partner roles in extension / expansion: For the L3C to assume self-sustaining status in the next two years, chapter leadership will be essential. Chapters will also be essential in developing strategic plans prioritizing business development opportunities. Specific partners will need to champion and shepherd individual businesses supported through the L3C. For example, Tolani Lake Enterprises will need to help sponsor the Harvest Facility, structuring the cooperative and securing investment.

Anticipated Major Accomplishments for 2017-2018: An L3C social entrepreneurship venture is in place with a group of chapter leaders, key Navajo Nation departments, capable partners, and council delegates championing its implementation.

GCT RESOURCES NEEDED

Staffing:

- a. Tony Skrelunas 50%
- b. Vanessa Vandever 70% (includes time covered by Navajo Nation)

Financial Resources:

- a. 2016: \$75,000 (\$75,000 secured)
- b. 2017: \$65,000 (\$65,000 possible)
- c. 2018: \$50,000 (\$50,000 possible)

B. General Management Plan for Marble Canyon and Little Colorado River Navajo Nation Parks

Strategic Goal: Assure that the cultural, ecological, and community integrity of the Navajo Nation's East Grand Canyon lands (Little Colorado River and Marble Canyon Tribal Parks) is protected.

Intermediate Goal: Through development and implementation of a Western Navajo Parks General Management Plan, assure that conservation protections, professional management, and economic development considerations are adopted in a culturally respectful fashion.

GCT activities:

Plan development

- a. Assist with cultural mapping process
- b. Assist in securing a writer for the general management plan
- c. Assist with tourism visitor management capacity building and planning

Plan implementation

- a. Advocate for strong linkages between local and central Navajo governments to work towards joint management, resource protection, and revenue generation
- b. Assist in developing strategy to create long-term financial support
- c. As requested, encourage Grand Canyon National Park to support the general management plan

Outreach

- a. Assist the core team with outreach to disseminate information about the GMP benefits

Growth trajectory: We expect the General Management Plan to be completed by 2018. Following completion of the plan, implementation will require \$850,000 over two years and entail hiring new Parks staff, implementing policies and procedures, zoning and construction of necessary components including signage and visitor facilities.

GCT's role in extension / expansion: The Navajo Nation may ask us to play a more significant role in the planning process and implementation, specifically in assisting with crafting joint management agreements with the Chapters, ecological assessments, and designing durable vehicles for conservation protections (conservation easements, for example).

Partner roles in extension / expansion: Navajo Nation Parks will need to continue to provide overall leadership and direction for the effort. DineHozho will offer high-level guidance. The Cameron and Bodoway Gap chapters will play supportive roles, and ASU will provide high-level technical assistance.

Anticipated Major Accomplishments for 2017-2018: A strong General Management plan is complete and the Navajo Nation and Chapters initiate implementation.

GCT RESOURCES NEEDED

Staffing:

- | | |
|---------------------|---------------------------------|
| a. Tony Skrelunas | 10% |
| b. Vanessa Vandever | 30% (covered by Navajo Nation) |
| c. Technical team | 100% (covered by Navajo Nation) |

Financial Resources:

	<u>GCT</u>	<u>Navajo Nation</u>
a. 2016: \$50,000 (\$0 restricted secured)		\$117,000 (\$117,000 secured)
b. 2017: \$50,000 (\$0 restricted secured)		\$150,000 (\$150,000 possible)
c. 2018: \$70,000 (\$0 restricted secured)		\$425,000 (\$200,000 possible)

II. Intertribal Gathering Process

Theory of Change

In 2009, the Trust initiated intertribal gatherings to give native people a voice and role in the protection of the Colorado Plateau. This is achieved by facilitating and encouraging dialogue among the eleven Native American tribes that have resided across this landscape for thousands of years, and who now control the future of over a third or 30,000+ square miles of the Colorado Plateau.

GCT has facilitated 13 successful Gatherings and innumerable supporting meetings over the past 8 years. Gatherings have prioritized four overarching themes: 1) protection of sacred sites; 2) protection of water; 3) health, traditional farming, and local food systems; and 4) preserving language and culture.

Gatherings have supported community projects ranging from traditional farms and green houses for elders and schools, spring restoration efforts, ecological youth camps and summer ecological/cultural knowledge programs, protection of sacred areas, and planning for large-scale public lands protection. Gatherings have also supported education around traditional farming methods, heirloom seed preservation, and climate change mitigation.

Gathering experience and networks have supported initiatives such as Bears Ears and Greater Grand Canyon Heritage national monument protection efforts, farmer mentorship and farmers markets, and a learning center sharing the work of the gatherings.

Looking forward, the Gathering participants have identified climate change as one of the biggest threats to the Native American way of life. The Colorado Plateau is expected to experience globally significant climate effects and tribal nations are expected to suffer the most. Gathering members have immense concerns about climate change impacts as they are peoples who do not plan to leave their homelands. Climate change has already affected food and farming systems, and increased the scarcity of water resources across tribal nations. Over the past year three years, we have launched major initiatives to mitigate climate change impacts on farming and food systems. The strategies and projects emerging have applicability well beyond the Colorado Plateau. The Trust will work through this unique mobilization to help mentor new organizations to share in the gatherings and drive their own projects. Additionally, we will structure future gatherings to provide opportunities for partners to take more ownership in the gathering process and outcomes.

Strategic Goal: Conservation issues, initiatives, and priorities of the tribal Nations of the Plateau are supported through intertribal gatherings. Intertribal gatherings creates collaborations that bring together cultural elders, professionals, NGO's, educators, and youth to effectively drive community-based climate change mitigation projects that protect ancient farming and food systems, sacred water resources, and native ecosystems.

Intermediate goal 1: Hold gatherings in Fall 2016 and 2017 with the intent to build strong alliances with participating partners and foundations around key conservation strategies identified by gathering participants. We will share gathering results Plateau-wide and nationally through a strong website and an annually published gathering publication.

GCT activities:

- a. Engage gathering members and partners to organize/fund at least 2 effective gatherings over the next two years.
- b. Strategically secure long-term sources of funding by engaging strong partners such as Bioneers and Christensen Fund.
- c. Build on the new website and publication with video, presentations, articles, and research to build a higher profile identity.
- d. Work with subcommittees to advise the work/priorities of the Intertribal Conversations process.

Intermediate goal 2: A longer-term sustainable operating structure is established that supports an effective regional gathering process.

GCT activities:

- a. Using culturally cognizant processes, recruit the next class of gathering members
- b. Build capacity of existing and new members
- c. Strategically structure future gatherings to develop a strong, collective and broadly-engaging gathering identity
- d. Structure gatherings to offer guidance to a suite of regional efforts and organizations, and to enable other organizations to take leadership for future gatherings and subcommittees

Intermediate goal 3: Mentor and strengthen leadership with partners such that they can assume more responsibility for the Moenkopi/Tuba City work.

GCT activities:

- a. Create and implement a transition strategy with local partners, including the Moenkopi Development Corporation
- b. Help organizations develop necessary funding capacity to support the work
- c. Support our Food Corp Fellow and provide necessary monetary support through 2017
- d. Identify future direction/exhibits/partner responsibilities for the Inter Tribal Learning Center

Growth trajectory: Our successes with the gatherings process have generated interest in some form of the gatherings process expanding to one that has a national or international scope. At the regional level there is interest and need supporting a more engaged network of partners assuming ownership of and collectively moving forward the gatherings process. At the project level, some projects are in the launch phase, requiring project-specific support, while other projects (like the Moenkopi / Tuba City work) are approaching points in their life cycle where spin-off planning is necessary.

GCT's role in extension / expansion: If interest continues to grow around an intertribal gathering process with a national or international scope, GCT will focus its participation on conveying lessons learned at the regional level, and ensuring that the Colorado Plateau voice is integrated within a national or international effort. We will not lose our focus on and commitment to our region's needs. At the regional level, GCT will continue to engage partners to assume more ownership of the gatherings process. Our investments may increase in building and maintaining a network of partners, commensurate with a reduced investment in GCT-centered administration of the gatherings process. At the project level, we will continue to carefully choose with projects are most consistent with our mission, and support initiation of those projects, but will design such projects with longer-term ownership/spin-off strategies in place.

collective ownership of the gatherings process include: Black Mesa Water Coalition, Tolani Lake Enterprises, Moenkopi Development Corporation, and St Judes Catholic Church. Partners able to assume more leadership with project implementation include: Moenkopi Development Corporation.

Anticipated Major Accomplishments for 2017-2018: 2 gatherings will be conducted and publicized. A steering committee representing additional organizations working collaboratively to move the gatherings process forward is established and financial commitments have been secured. Our Moenkopi work is self-sufficient / managed by key partners.

GCT RESOURCES NEEDED

Staffing:

- a. Tony Skrelunas 40%
- b. Deon Ben 80% (remaining 20% on Escalade)
- c. Alicia 100%

Financial Resources:

- a. 2016: \$300,000 (\$324,000 in restricted funds secured)
- b. 2017: \$200,000 (\$200,000 in restricted funds available)
- c. 2018: \$200,000 (\$100,000 in restricted funds possible)

III. Bears Ears (Post-Designation)

Theory of Change

With a much anticipated designation of a Bears Ears National Monument, leaders from the Bears Ears Inter-Tribal Coalition have already begun to initiate conversations with legal experts, non-profit allies, and land managers about logical next steps in the process of ensuring there is true collaborative management of the proposed 1.9 million acre monument. No other monument, park or protected area has come from a grassroots initiative and evolved into a full-fledged collaborative management proposal. Collaborative management is the next step in the journey to successful management of public lands that is critical to Indian country. It is a model desperately needed in land management and stewardship of protected landscapes and indigenous cultures.

Since the launch of the tribally-driven Bears Ears campaign, naysayers have outlined every reason why collaborative management would and could not work. Tribes and cultural leaders are determined on making it work, since the stakes are high for protecting cultural, archaeological, natural and scenic resources. The premise of the collaborative management model is one of a government-to-government agreement; however, potential pitfalls include a lack of funding and capacity within the tribes to fully engage at the onset, and a lack of buy-in from other public lands users and stakeholders including the conservation, recreation, and sportsmen/women communities.

Undertaking collaborative management has its many challenges and perils. Land management bureaus, such as the US Forest Service, the Bureau of Land Management, and the National Park Service, have a long tradition of managing lands based on policies and practices that are generally insular and not based on collaborative principles. Despite these traditions, and with support of NEPA and other laws, consultation with Native American tribes has increased, but never to the level of engagement and partnership that would result from a true collaborative relationship. Non-native public lands stakeholders are nervous that they will be excluded from

planning, and much work needs to be done to build relationships, reduce anxiety, and align land management worldviews and goals to assure workable outcomes.

In the next two years, the collaborative management effort must be one where tribal representatives are full and equal participants in the management of the monument. In order to succeed in collaborative management, the five tribes will need resources that put them on equal terms with their federal land manager counterparts. In the first few critical years of the monument's existence, it is unlikely that there will be federal funding to support the tribes. The Bears Ears proposal is a historic moment in public lands policy. Without the careful tending of relationships, support for tribal governments and representatives, and allowing space for innovative approaches to land management this movement could collapse and momentum for public lands policy change could stagnate. The Grand Canyon Trust's role in helping to implement a conservation-oriented collaborative management system for the Bears Ears National Monument will be key.

Strategic Goal 1: The five tribal representatives appointed to the Bears Ears Commission are actively collaborating with each other, land managers, and other stakeholder groups in helping to create the monument management plan, and have a strong role in on-going collaborative management alongside the three federal agencies.

Intermediate Goal 1: The Commission is well-supported and able to meet its conservation and collaborative management support goals, staying consistent with the vision outlined in the original Bears Ears proposal and working through the framework outlined in the proclamation.

GCT activities:

- a. Work with each of the five tribes (through each of their internal processes) to ensure that an official representative sits on the Commission. Ensure that each member is familiar with the history of the movement and the proposal
- b. Build trust and relationships between tribal representatives and existing land managers
- c. Recruit a professional management staff, including a landscape ecologist/GIS, cultural resource expert, environmental planner/land manager with experience in law, policy, and the NEPA process, and a community cultural anthropologist to engage commission and public land users in the planning process

Intermediate Goal 2: Connect the conservation, recreation, and sporting communities to the collaborative management model and to established conservation priorities, allowing mutually supported priorities to be integrated within the Monument Management Plan.

Activities:

- a. Introduce the conservation, recreation, and sporting communities to key legal and policy frameworks including the government-to-government status Tribes hold, as well as the collaborative management framework established for Bears Ears NM.
- b. Convene discussions to educate user groups and stakeholders around conservation priorities within the newly established Bears Ears national monument.
- c. Assist stakeholder groups in developing mutually agreed upon alternatives and action plans to present to the Commission in its work to develop a monument management plan.

Strategic Goal 2: Assure that key Bears Ears tribes beyond the Navajo Nation are able to participate in monument management planning and implementation with cultural mapping knowledge similar to that collected by the Navajo Nation.

intermediate goal: assemble cultural mapping team and collaboratively conduct on-the-ground research and analysis regarding each tribe's cultural and spiritual connections to the monument

GCT activities:

- a. Work with Utah Dine Bikeyah, tribal communities, and other partners to establish team for cultural mapping to inform land management priorities and decisions
- b. Work closely with cultural, spiritual, and community leaders to determine cultural mapping goals
- c. Establish confidentiality protocols for sensitive information
- d. Conduct regional visits to cultural sites with cultural, spiritual, community leaders
- e. Collect cultural information from cultural, spiritual, community leaders and existing data
- f. Help craft comprehensive reports and maps for and with each tribe detailing their cultural histories and ties with the monument area
- g. Enable tribal representatives and other commission members to use cultural mapping information to advise and inform land management

Strategic Goal 3: Build the Bears Ears Institute of Traditional Knowledge

Intermediate Goal: Develop and nurture the Institute by facilitating private philanthropy, intellectual capacity, and physical center development.

GCT activities:

- a. Work with tribal communities, private foundations, agency funding partners and other non-profit and educational partners to begin designing a first-of-its-kind Institute for Traditional Knowledge at Bears Ears.

RESOURCES NEEDED

Staffing:

Natasha Hale	80%
Tim Peterson	80%
Heather Eastman	90%

Financial Resources:

- a. 2016: N/A (budget created around BE campaign activities)
- b. 2017:
- c. 2018:

Growth trajectory: The significant staff time and financial resources allocated to the Bears Ears designation campaign will ramp down -- replaced by equal if not greater staffing and financial needs directed towards supporting Commission establishment, monument management plan completion, and Institute for Traditional Knowledge design work. All told, the resources directed towards these three efforts will be extensive, requiring significant additional (new) resources from the Trust and/or partners. Importantly, resource needs will be significant over the next 2-3 years, but will continue to be significant for years beyond.

GCT's role in extension / expansion: We are fully committed to seeing Bears Ears succeed as a conservation and collaborative management model. We have extensive and positive relationships with tribal and NGO partners, and with administration and land management officials. We know the Bears Ears landscape and its conservation needs as intimately as any other NGO. We are in a strong position to play a central role in post-designation work, but much of our work will continue to be strengthening others' involvement through establishment of the Commission, completion of cultural mapping, and facilitation of collaborative input into the monument planning

process. At this point, the Institute for Traditional Knowledge is an exciting possibility and a high priority, but exists as a concept without much specificity. As such, our role in its development will clarify over the coming months.

Partner roles in extension / expansion: Our principal partners moving forward will be the Navajo Nation, Ute Tribe of Utah, and Ute Mountain Ute, Zuni, and Hopi tribes. Their level of commitment (and the support provided to them) will significantly drive the long-term success of the Bears Ears model. A shorter list of partners willing and able to assist with Commission strengthening work includes Utah Dine Bikeyah, The Wilderness Society, and the Conservation Lands Foundation. Partners able to assist in cultural mapping include Utah Dine Bikeyah and Conservation Lands Foundation. A longer list of organizations who will participate in the monument planning process includes Friends of Cedar Mesa, Crow Canyon Archaeological Center, Utah Rock Art Research Association, Colorado Plateau Archaeological Alliance, Southern Utah Wilderness Alliance, Public Land Solutions, The Access Fund, Friends of Indian Creek (climbing), Backcountry Hunters and Anglers, Trout Unlimited (Big Game/Sportsmen's Program), Four Corners School of Outdoor Education, University of Utah, College of Eastern Utah, and Fort Lewis College. It is fair and important to recognize that philanthropic support for post-designation Bears Ears work is critical and likely attainable in the short- to intermediate-term, but interest is likely to subside over the longer-term. Establishing longer-term, sustaining funding mechanisms will be key.

Anticipated Major Accomplishments for 2017-2018: Solidify the Commission, complete intertribal cultural mapping, support the completion of a Monument Management Plan, complete design work for and assess funding potential related to an Institute for Traditional Knowledge.



GRAND CANYON
TRUST

Jim Babbitt

Board of Trustees Meeting

October 14th, 2016

Bluff, Utah

- SCHEDULE & AGENDA -

Tuesday, October 11th:

Arrive to Flagstaff or Durango

(or arrive on your own to Bluff, UT by 11:30 am on Wednesday, October 12th)

Wednesday, October 12th:

7:00 am Leave Flagstaff for Bluff, Utah

9:00 am Leave Durango for Bluff, Utah

11:30 am Arrive to Desert Rose Inn,
701 West Main St., Bluff, UT 84512

Lunch

1:30 pm Hike the Sand Island trail along the San Juan River

4:30 pm Beer and wine happy hour by the river before dinner in town

6:30 pm Dinner and Evening meeting to discuss Bears Ears at the Desert Rose Inn

Thursday, October 13th:

7:30 am Breakfast

9:00 am (depart for two different activity options :)

- a guided hike (physically demanding) to Comb Ridge OR
- a guided (leisurely) car trip with stops at scenic vistas, rock art and ruins

Lunch in the field

4:30 pm Return to Desert Rose Hotel Inn

6:00 pm Dinner at Desert Rose Hotel Inn

Friday, October 14th:

7:30 am Breakfast

8:30 am—8:45 am Welcome and Approval of Minutes – Steve Martin Tab 5

8:45 am—9:00 am Directors Report – Bill Hodden Tab 1

9:00 am—10:00 am Bears Ears - Tim, Natasha and Heather Tab 2

10:00 am—11:00 am Future of the Native America program - Tony, Deon and Ethan Tab 2

11:00 am Adjourn (lunches to go)

Tab 2	Strategic Discussions	
	<i>Land and Native America</i>	
	• Bears Ears Cultural Landscape Campaign	2-1
	<i>Native America</i>	
	• The Future of the Native America Program	2-3
Tab 3	Program Updates	
	<i>Energy</i>	
	• Energy Program	3-1
	<i>Land</i>	
	• Arizona Forests	3-3
	• Grand Canyon Program	3-4
	• North Rim Ranches	3-7
	• Public Lands Gatherings	3-8
	• Utah Forests Program	3-10
	• Utah Wildlands Program	3-11
	<i>Native America</i>	
	• Native America Program	3-12
	<i>Stewardship and Engagement</i>	
	• Communications	3-14
	• Development	3-16
	• Geographic Information Systems (GIS)	3-17
	• Volunteer Program	3-19
Tab 4	Financials	
	• GCT and NRR Consolidated Financial Statements as of 12/31/2015	4-1
	• GCT 990	4-29
	• GCT Balance Sheet as of 8/31/2016	4-76
	• GCT Statement of Revenues and Expenditures as of 8/31/2016	4-77
	• GCT Schedule of Subsidiary Accounts as of 8/31/2016	4-79
	• GCT Cash Flow 14-month Analysis	4-81
Tab 5	Minutes	
	• Minutes from June 10 th , 2016 Board meeting	5-1
Tab 6	Appendix	
	• Hotel and Meeting Information	6-1
	• Board of Trustees Contact Information	6-2
	• Board of Trustees 2016 (Biographies)	6-4
	• Emeritus Board Contact Information	6-13
	• Committee Roster 2016	6-15
	• Board Terms	6-16
	• Board Meeting Dates for 2016, 2017 and 2018	6-17
	• Staff Contact Information	6-18
	• Trust Offices Information	6-20

Director's Report

Administrative Matters

Consideration of Minutes

The Minutes of the June 10, 2016 meeting are behind *Tab 5. Should the Minutes be approved as written?*

New Employees

Travis Bruner has joined the staff as the Arizona Forests Program Manager, taking over work on 4FRI. Travis comes to us from the Western Watersheds Project, where he was Executive Director. We have also welcomed back a familiar face as Deon Ben rejoins the Native America team as a Program Manager. We are glad to have them both on the team!

Financials

At the close of August 2016, we have raised \$1,973,145 (46%) of our \$4,283,385 annual budget, which includes \$84,081 for investments into North Rim Ranch. Expenses are at \$2,723,680, or 65% of our annual budget. Expenses are under the YTD budget by approximately \$126,070. Our analysis of cash flow shows a positive cash flow through November 2017 of \$882,313 based on committed/probable funding.

The slow accumulation of revenue is typical through August and, indeed, we have greatly improved the numbers during September, with new major donor and foundation commitments well in excess of a million dollars. We also will record an extra \$850,000 in foundation revenue because the auditors are requiring us to book the entire three year Hewlett grant all in one year, rather than spreading it across years as we have done in the past. We expect that financials through the first three quarters will show us firmly on track to meet the annual revenue target. These will be available by the time of the October Board Retreat.

Strategic Discussions

Bears Ears National Monument

Tim Peterson and Natasha Hale describe the latest developments in the Bears Ears campaign in the attached report. Basically, the administration seems ready to designate a monument after the election, though the boundaries and provisions for collaborative management are still at issue. Our greatest worry at this time is that there is a major difference in positions on a formal tribal role in management. White House staff are convinced that the proclamation itself cannot establish full collaborative management, and they propose a post-designation process to determine how that will work, perhaps underestimating how essential that aspect of the monument proposal is to the tribes. The greatest danger to getting this done is that the White House will decide that not designating a monument at all is better than taking an action that will disappoint or anger the tribes. We need to envision everything we might do in the interim to assure the kind of communication and negotiation that will allow the parties to agree on an acceptable path to a collaboratively managed Bears Ears Monument.

I also want to note here that the prospects for the Greater Grand Canyon Heritage National Monument seem much brighter than they have in the past. If the proposal is reduced to the outlines of the mining withdrawal, there are several prominent sportsmen's groups that will sign on. The idea has real currency in Washington. We will update the board at the meeting.

Future of the Native America Program

The staff and Native America Working Group of the Board have initiated a strategic planning process for the Native America program. This is our largest and most diverse program, and it is subject to constant demand and enticement to expand and diversify. We feel this an important moment to evaluate the right scale and focus, as described in Tony Skrelunas's report.

~Bill Hedden

Land and Native America

Bears Ears Cultural Landscape Campaign

The campaign to protect the Bears Ears cultural landscape remains one of the Trust's most active efforts in 2016, with many positive developments to report since the Trustees' last meeting. The second full week of July was the busiest of the campaign so far, with the introduction of the Utah Public Lands Initiative Act in Congress occurring concurrently with a visit from Sally Jewell and other USDA and DOI officials to southern Utah, culminating with a public listening session in Bluff, Utah on Saturday, July 16th. The visit also coincided with the second annual Bears Ears Summer Gathering at Bears Ears meadow, precipitating huge logistical challenges for staff at the Trust and supporting organizations. Ultimately, these events, for which the Tribes, the Trust, and our campaign partners had been planning for many months, succeeded beyond our expectations.

Bears Ears Summer Gathering and Bluff Listening Session

This year's Summer Gathering at Bears Ears hosted Obama administration officials including Interior Secretary Sally Jewell, NPS Director Jon Jarvis, BLM Director Neil Kornze, and Agriculture Undersecretary Robert Bonnie. After hearing from participants, viewing cultural exchange, and enjoying a Hopi meal with tribal leaders, officials met with Tribal Leaders for frank and heartfelt conversation which moved the Secretary to tears. At the Bears Ears, Jewell remarked to a reporter: "What I have seen on this trip, and especially here, is this incredible treasure trove of cultural resources. It's beyond imagination. I am also shocked at the lack of protection for many of these assets." BLM Director Neil Kornze agreed, saying "One way or another, we have to up our game here."

The following day, a crowd of 1,500 gathered at a listening session in Bluff, two-thirds of whom were there to support a new Bears Ears National Monument. Comments ran almost two to one in favor of a new national monument, and Tribes presented a strong and united front, with Navajo Nation President Begaye and Speaker Bates standing side-by-side to testify. Ute Tribal Chairman Shaun Chappoose, Ute Mountain Ute Council Members Malcolm Lehi and Regina Lopez-Whiteskunk, and Hopi Vice Chairman Alfred Lomahquahu all offered strong testimony in support of a Bears Ears National Monument. Ethel Branch offered the following testimony in her capacity as Navajo Nation Attorney General: "I pray the president has the courage to make this designation." Disrespectful behavior by the opposition, including heckling, shouting, and booing was on full display at the hearing, weakening their cause and demeaning their position. Thanks in large part to West-wide organizing by supporting organizations, the listening session broke all previous attendance records for this kind of hearing, and the administration viewed it as so successful that a possible Salt Lake City hearing was deemed unnecessary.

The following week, Senator Mike Lee held a Senate Energy and Natural Resources field hearing in Blanding, where a dais of opponents and a hostile crowd decried potential national monument designation, hitting many of the dishonest and inaccurate talking points opponents have developed. Interestingly, public comment from the crowd shifted the local narrative, which had been: "oppose a national monument, support the PLI." Many speakers voiced strong opposition to both measures, including Denton Ben, Vice President of Descendants of K'aayelii,

and County Commissioner Phil Lyman. As local support for the PLI erodes in San Juan County, opponents are retreating to an intractable position - "do nothing, leave us alone."

PLI Rises, and (we hope) Falls

On September 14th, the Federal Lands Subcommittee of the House Natural Resources Committee heard testimony on H.R. 5780, the Utah Public Lands Initiative. BLM Director Kornze called PLI's provisions "unprecedented" and "problematic," and noted that the BLM "strongly opposes" them. Minority members were well-prepared on the issues, made strong statements and asked tough questions. Ranking member Niki Tsongas, (D, MA) said: "This is not a legislative proposal that is going to be passed by the Senate or signed by the president... It could be said that this is a wolf in sheep's clothing."

Support for the PLI among committee members and majority witnesses was weak. One PLI proponent witness called by the committee said the bill is "not a great deal for off-road vehicle users," and committee members diverted hearing time to grill agency staff on unrelated pet issues and opined on the evils of national monuments, particularly Bears Ears. Rob Bishop could not even be bothered to offer a closing statement in defense of his own bill.

PLI was scheduled to be marked up after press time for this report on Thursday, September 22nd. As this report is submitted, a team is working on 3 priority amendments for minority members to offer, one of which will be a verbatim copy of the Tribes' proposal for collaborative management. This gives Bishop the opportunity, which he will surely take, to reject the Tribes' collaborative management proposal on the record. We hope to offer updated news on the death and burial of PLI at the meeting. We have heard that Speaker Ryan does not want to see floor action on PLI, despite a full-court press from Bishop, and that Senator Hatch is among the bill's private detractors, urging inaction on PLI in the Senate.

Challenges and Opportunities

Though momentum is on our side and we have ample indicators to assume monument designation is forthcoming, many challenges still exist, chief among them the issue of collaborative management. Given that a designation will not occur before the November election, a very short window exists between the proclamation and Inauguration Day to negotiate agreements between the tribes and the federal government around the particulars of collaborative management. The administration has not been clear with Tribes on collaborative management and while it remains a concern, Charles Wilkinson and Leland Begaye, legal advisors to the Coalition, have been priming key administration officials to pick up the thread on this matter as soon as the PLI fails. Additionally, Charles and Leland will be working closely with the Coalition to defend the existing boundaries outlined in the proposal, since there have been suggestions made by the administration that it needs to be scaled back. We have reached a critical tipping point, and the Trustees' counsel on how to assist the Tribes in threading the needle on meaningful collaborative management will be critical in achieving success for the campaign.

-Tim Peterson and Natasha Hale

Native America *The Future of the Native America Program*

Currently, the Trust Native America program is performing at a very high level. The work on projects such as the DineHozho L3C, Bears Ears, and the Gatherings is having far reaching impact, and has created leverage with partners and funders.

The Trust's program, with its credibility, experienced staff, and years of results, has become a go-to partner for many tribal communities and projects on the Plateau. We vet these projects to ensure Trust compatibility and approach each with a clear focus. However, some major projects start with a small assignment, such as with Bears Ears where our initial focus was simply to get intertribal participation. In that instance and others, when we demonstrated competence, it became evident that the tribes wanted our staff to play a lead role. Our work is bringing value, as evidenced by high demand for our assistance.

Recently, the number of projects and depth of each has resulted in management challenges impacting the program and overall organization. Each project, from the DineHozho L3C, Save the Confluence, Bears Ears, NABIN, and the Gatherings is extensive and dynamic. In an effort to respect tribal wishes, our staff are often co-managed by outside boards and tribal groups. For example, Bears Ears, Navajo Parks work, the L3C, and the Inter-tribal gatherings all have major elements that are guided by our tribal partners. For these reasons, all staff in the program are busy and are working on quite different issues, so communication within the program and with the rest of the Trust is a real challenge. Further, since our services are in demand, deciding when to engage, where to find resources, and prioritizing opportunities are also difficult questions.

The program has initiated a new strategic planning process to regain focus and maintain staff morale as we carry out current work and look to the future. Since this is a pioneering program, the staff would like the board to help us think through some key questions that affect how we will continue to manage and fund our existing portfolio, consider whether to spin off some incubated work to willing partners, and establish procedures to ensure selection of the most compelling set of Trust programs going forward.

Native America Program Background – 10 years of Performance

In 2005, the Native America Program was re-developed to assist Hopi and Navajo communities with economic diversification in the face of the impending closure of the Mohave Generating Station. The small team conducted extensive outreach to find communities interested in partnering to pursue sustainable development alternatives. There were notable achievements from that work, including the Shonto Renewable Energy Company, Monument Valley Resort and Visitor Center, Sipaulovi Development Corporation, and the Hopi Tourism Plan. Recently, we built on this foundation with the work to create a viable economic alternative to the Escalade tramway in the Western Agency of the Navajo Nation.

In 2009, the Trust decided to refocus the program on the core conservation mission. That's when we organized the first Colorado Plateau Intertribal Gathering with the assistance of prominent Native grass roots leaders. In the intervening seven years, the Gatherings have had many

positive impacts on our program and on conservation work across the Plateau. The wisdom of our Trustees was validated when it turned out that genuinely asking tribal leaders to define their idea of a conservation agenda positioned the Trust to play a lead role in predominantly tribal issues, such as preservation of water, sacred sites, traditional agriculture, and language and culture, and also positioned us to lead on several of the signature environmental issues of recent years, such as Escalade and Bears Ears.

The current strategic questions arise in part because of the success of this work, which has achieved international recognition. Staff are being asked to engage with people doing similar work around the world, something that is flattering but distracting. Clearly, we need reevaluate which opportunities fit best with the overall organizational mission. We also need to develop a refined sense of how we can incorporate Native American interests and knowledge into more of our work at the Trust, and how that expanded responsibility will be handled by overworked staff. So, several questions we need to consider concern the right size and focus of a Native America program that is widely seen as a new model of how to accord appropriate power and respect to indigenous peoples.

Between the deadline for this report and the meeting itself, we will conduct further strategic planning that will inform our discussion at the Board Retreat. Insights from those sessions will be presented to frame our discussion with the Board.

~Tony Skrelunas

Energy

Energy Program

Extreme Energy

Oil Shale/Tar Sands: In June, we and a host of other conservation organizations submitted detailed comments opposing BLM's proposed right-of-way in eastern Utah that would provide access and a utility corridor for an oil shale project. The ROW is needed for an Estonia-based company to develop oil shale deposits on private, state and BLM land. Our main contention is that the whole scope of the project must be analyzed, not just the ROW. We raised our concerns with other federal agencies and recently saw that EPA backed our position in their own comments to BLM. In September, with NRDC, CBD, and Utah Physicians for a Healthy Environment, visited BLM, Interior, CEQ, and EPA in Washington, D.C. to lobby key officials, and found very receptive audiences.

Coal: In early September, we joined several other conservation organizations in filing an administrative appeal of a decision by the Bureau of Land Management to expand the lease area for Bowie Resource Partners' Sufco coal mine in the Manti-La Sal National Forest. Our appeal asserts, among other concerns, that BLM did not adequately evaluate the climate-change impacts of burning coal from the expanded lease area, called Greens Hollow. On September 16th we learned that BLM intends to delay issuing the lease indefinitely.

We have similar claims in our lawsuit against the Forest Service and BLM over the Flat Canyon lease expanding Bowie's Skyline coal mine. Summary judgment briefing on that case should begin as soon as the court resolves a preliminary dispute over the administrative record that we are currently briefing.

Navajo Generating Station: The Ninth Circuit has scheduled oral argument in mid-November in our challenge to EPA's approval under the Clean Air Act of a plan governing the Navajo Generation Station's CO2 emissions. About 2 years ago, we joined a coalition in court to expedite the time for NGS to install the best control technologies available -- controls the EPA initially required but later backed away from during negotiations with NGS owners.

Uranium

About a month after our strategic discussion of the White Mesa Mill during the last Board meeting, we finished briefing summary judgment in our Clean Air Act lawsuit against Energy Fuels, the mill's owner and operator. Oral argument on the motion has been set for November, setting the case up for a decision by early next year.

Oral argument is likely to be scheduled for December of this year or early next year in our Ninth Circuit appeal challenging the U.S. Forest Service's decision to allow Energy Fuels to operate its Canyon uranium mine despite the Department of Interior's 20-year moratorium on uranium mining around the Grand Canyon. The uranium industry's lawsuit challenging the moratorium is also pending before the Ninth Circuit Court of Appeals and will also likely be set for oral argument in December or early next year.

Clean Energy & Efficiency

PACE (Property Assessed Clean Energy): As a reminder, PACE is a relatively new mechanism established for financing water conservation, energy efficiency, and renewable energy projects on commercial properties by voluntarily requesting that a special assessment be added to the property taxes to repay the loan funding the projects. No upfront costs, up to 100 percent financing, and a neutral or positive cash flow are a few of the benefits of PACE financing. Thirty-three states have passed legislation authorizing PACE programs; unfortunately, Arizona is not one of them. Since the February meeting when PACE was first introduced to the board, we have been building a campaign to get PACE legislation passed, hopefully in 2017. We have written draft legislation, met with representatives of the counties and the governor's office, engaged with the Arizona Bankers Association (a critical group that has opposed earlier versions of PACE), and reached out to businesses such as Simon Property Group, which owns malls around the world and that recently completed PACE financed projects valued at \$23 million at malls it owns in California. We are planning to meet with the director of the Arizona Commerce Authority (PACE is a great economic development and neighborhood revitalization tool). We are working with the lobbyists for Flagstaff and Tucson, and with their assistance and others, we will continue to build momentum for introducing a bill in January 2017.

Clean Power Plan: Work on the Clean Power Plan in Arizona remains on hold until the Supreme Court rules (assuming it takes up an appeal) on the litigation brought by a number of states (including Arizona) and industry groups. The sole exception is that the Arizona Department of Environmental Quality (ADEQ) is responding to a request by EPA to comment on its proposed "design details" for the Clean Energy Incentive Program (CEIP), which provides incentives for early investments in renewable energy technologies and energy efficiency, particularly in low income or vulnerable communities. The Trust has joined with other Arizona groups to submit comments to ADEQ recommending it request that EPA provide more guidance on what defines a low income community, add details that ensure incentives cannot be used for projects that would likely be built without the CEIP, and require states to conduct environmental justice analyses to ensure that vulnerable communities are not inadvertently impacted by pollution increases from CEIP projects. The Trust is submitting comments directly to EPA reiterating these issues and adding comments to strengthen the tribal component of the CEIP.

~Rick Moore

LAND

Arizona Forests

The geographic scale, depth of collaborative involvement, and inclusion of citizen science associated with the Four Forest Restoration Initiative (4FRI) continues to far exceed any other forest restoration effort nationwide. With an Arizona Forests Program Manager (Travis Bruner) on staff as of July 25, 2016, the Trust aims to up the pace on all fronts of the collaborative by directing significant time and resources to implementation of the 1st 4FRI EIS and planning of the second 1 million acre "Rim Country Project" EIS. Our leadership will be essential in the coming months and years, and the Trust's reputation as a trusted, knowledgeable, and fair-minded voice will continue to bolster our ability to garner consensus among stakeholders.

The 2015 Record of Decision for "Phase 1" unveiled a collaboration of unprecedented scale, but much work remains to actualize the steps presented in that document. Spring and stream restoration projects are starting to hit the ground, with the help of volunteers at the Trust and other nonprofit organizations. These citizen scientists assist the Forest Service with inventory, monitoring, and adaptive management at spring, stream, and riparian areas throughout the 4FRI footprint. Challenges remain related to thinning and burning operations in the 1st EIS area, with ongoing intrigue about the state of Good Earth Power, Campbell Global, Newpac, and other rumored industry players.

A new subgroup of the 4FRI Stakeholder Group, the Implementation Work Group (IWG), was recently formed. The IWG will provide the Forest Service with the Stakeholder Group's preferred prioritization of comprehensive restoration, and a suggested sequence of thinning and burning actions based on ecological principles. The Multi-Party Monitoring Board will conduct important monitoring within the 1st 4FRI EIS project area, and suggest adaptive management actions to the Forest Service. Leadership from the Trust will be integral to moving the ball forward within both of these workgroups.

The Rim Country Project has entered the scoping phase. A Draft EIS is expected in the Spring 2017, a Final EIS in late 2018, and a Final ROD in early 2019. With a 1.24 million acre planning area on the Apache-Sitgreaves, Tonto, and Coconino National Forests, and significant issues on the table related to thinning, burning, grazing, and restoration of springs, stream, riparian areas, and aspen, the Rim Country Project's unfolding promises to generate interesting discussions, debates, and negotiations during the coming months. On-site conversations have begun, and will be essential to developing a consensus around approaches in the Project area, particularly regarding the retention of large trees.

As a flagship landscape-scale restoration effort, 4FRI has the potential to demonstrate success within the Collaborative Forest Landscape Restoration Program and encourage similar projects in other parts of the West. To this end, the Trust will strategize with allies to leverage support in Washington, DC for 4FRI and CFLRP.

~Travis Bruner

LAND

Grand Canyon Program Update

Save the Confluence

On August 29, Navajo Nation Council Delegate Benjamin Bennett introduced legislation to approve a master agreement governing development of the Escalade project. Key provisions include a request of the Navajo Nation for \$65 million to fund offsite infrastructure necessary for Escalade, provisions for the Navajo Nation Hospitality Enterprise to enter into a "Development And Operating Agreement" with Confluence Partners, approving a land withdrawal, and approving a non-competition covenant. The legislation requires approval by two-thirds of the 24-member Council. President Russell Begaye's promised veto of the legislation will also require at least 16 votes to override it.

Save the Confluence, supported by the Trust, submitted opposition signatures from more than 4,409 Navajo citizens. These signatures were gathered by hand - person by person - across the Navajo Nation over the last year by Earlene Reid and Rita Bilagody. More than 8,000 opposition statements were received in total from Navajo citizens during the comment period, compared to 123 letters in support of Escalade. More than 35,000 petition signatures opposing Escalade from the STC's website and many thousands more from national conservation organizations have been collected. The flood of emails has periodically overwhelmed bandwidth at receiving portals.

Sponsoring Council Delegate Bennett represents the eastern chapters of Crystal, Fort Defiance, Red Lake, and Sawmill. The bill currently has no cosponsors; but our sources say that six other eastern agency delegates (Leonard Tsosie, Speaker LoRenzo Bates, and four more) support the bill. Save the Confluence reports that eight council delegates oppose the bill: Tuchoney Slim (who represents the Bodaway/Gap Chapter), Walter Phelps, Dwight Witherspoon, Alton Shepard, Herman Daniels, Mel Begay, Edmund Yazzie, and Raymond Smith. Otto Tso, representing Tuba City, is a key undecided delegate whose cousin is working for the development partners.

The legislation is currently scheduled for discussion before the Land and Order Committee (LOC) on October 10th. STC allies are working with committee chair and ally Edmund Yazzie in preparing questions about the bill's legal liabilities. Otto Tso, who is also on the committee, is being heavily engaged by opponents. If the bill is not delayed in the LOC, it will proceed through the Resources and Development, Budget and Finance, and Naabik'iyati Committees, before it can be brought before the full Navajo Nation Council. The current schedule would not allow the bill to be reviewed by each of the four requisite committees before the regularly scheduled fall session, beginning on October 17. Therefore, it would have to be put on the agenda for a special session or be brought before the winter session in January.

As reported to the board in our update on August 30, the following campaign actions are underway: (1) We have boosted our contract with Larry Foster, our adviser in Window Rock. Larry's counsel has been and will continue to be invaluable to the campaign. Larry is assisting in developing a closely coordinated opposition strategy with council delegates, as well as President Begaye's and the Attorney General's office. (2) We have been tracking and educating each of the 24 council delegates, with leads attached to each delegate (and/or their

spouse). We have also identified and are working with allies in each of the key electoral districts. (3) STC family members secured appointment of three allies to the 5-member community land use planning committee, a key local committee previously controlled by Escalade supporters. They are supporting the anti-Escalade candidates running for chapter president. Both candidates running for chapter vice president oppose Escalade. The general election is November 8. (4) We (STC families) have run three full page ads opposing Escalade in Navajo Nation newspapers. We have also purchased radio time, and worked at the grassroots level to table and gather petition signatures opposing Escalade. In combination this work allowed us to effectively boost the profile of the STC campaign and frame opposition arguments preceding introduction of legislation. (5) We have hired on, as temporary employees, Rita Bilagody and Renae Yellowhorse, to provide on-the-ground organizing capacity for STC, and Sarana Riggs to assist in coordinating all aspects of STC's and GCT's collaboration. (6) Attorneys from DNA Legal Services are assisting in documenting the validity of more than two dozen grazing permit holders who are opposed to Escalade and who have not granted permission for the land withdrawal. This will be the basis for halting the legislation in Navajo Nation courts if it is ever passed.

Overall, we feel confident in STC's strategy and our role in helping to design and implement that strategy. We continue to play a behind-the-scenes and supportive role.

Grand Canyon Uranium Mines

Energy Fuels Resources is seeking to renew air quality control permits for three uranium mines near the Grand Canyon (Canyon, Arizona 1, and EZ mines). On August 15, 2016, the Trust, Sierra Club, and Center for Biological Diversity submitted detailed comments urging the ADEQ to fulfill its responsibility to protect public health and the environment in Arizona by denying all three permits. It appears that our oral argument on the Canyon Mine appeal will likely occur in mid-December. We are asking the 9th Circuit to reverse Arizona District Judge Campbell's decision to allow the Canyon Mine to re-open under the 1986 Plan of Operations.

Greater Grand Canyon Heritage National Monument

Tribal, business community, and public support for designating 1.7 million acres of public land as the Greater Grand Canyon Heritage National Monument continues to grow. The Grand Canyon proposal appears now to be on a short list of monuments (including Bears Ears) that the administration is seriously considering. It is likely a public hearing will be held in Flagstaff soon after November 8. The Trust commissioned a bipartisan national poll of registered voters and released the results on September 20. Not surprisingly, we found the overwhelming majority of Americans (82%) support establishing a Greater Grand Canyon Heritage National Monument. Poll results finally shook loose key public support for the monument from CD-1 Congresswoman Kirkpatrick. Broad national backing for the monument revealed in the new poll closely mirrors a February 2016 survey of Arizona voters that found 80% support for the monument across party lines. In addition, over 550,000 people have signed a nationwide petition in favor of a Greater Grand Canyon Heritage National Monument. We are now playing a central role in the campaign, coordinating closely with Congressman Grijalva's office, Sierra Club leadership, and leadership within the Department of Interior (Beaudreau) and Department of Agriculture (Bonnie).

Tusayan

As you will recall, GCT and allies won a major victory on March 4 when the U.S. Forest Service rejected the town of Tusayan's application to build a road and utility corridor across public lands to access a massive new development near the south rim of the Grand Canyon. The Town of Tusayan has recently resubmitted an application for road access to one of the private parcels it says is needed for employee housing. We are currently reviewing that application with Earth Justice attorney Ted Zukoski.

Grand Canyon National Park Superintendent Christine Lehnertz

On July 19, National Park Service Director Jon Jarvis named Christine Lehnertz as Grand Canyon's latest park superintendent. We are taking every step to develop a close working relationship with Superintendent Lehnertz.

Please see an update on the Grand Canyon bison herd provided in the North Rim Ranches update.

~Roger Clark

LAND

North Rim Ranches

Building on our June 2016 Board Book report, here is an end-of-the-field-season update from North Rim Ranches.

Within the Research and Stewardship Partnership, the Greenstrips project on controlling cheatgrass spread successfully concluded two years of data collection with final season funding from AZ Fish and Game Department. Field results and management lessons learned are being analyzed for publication in early 2017. Our other long-term research project tracking vegetation response to climate change, SEGA, hosted four work groups through the Trusts' Volunteer Program. SEGA also supported 3 NAU classes, helping students participate in work that will lead to land management that accounts for climate impacts into the future. Both Kane headquarters and Mangum Camp on the Kaibab Plateau have been booked solid with researchers, volunteers and students getting their hands dirty with work that makes a difference on the land.

The NRR Climate Adaptation Plan (CCAP) continues to generate interest across our region and further afield. A front-page story in the Flagstaff paper garnered coverage in DC, San Francisco and an e-based media platform in Europe. In mid-September, Ed presented the Plan to the Kaibab National Forest leadership team. Our goal is to build a partnership with the Kaibab to push for more climate planning in Region 3 of the Forest Service, which has so far lagged behind other regions across the US. We want to do the same with Grand Canyon National Park as soon as the new superintendent gets her feet on the ground.

A major recommendation from the CCAP is to plan for better water management across NRR. In collaboration with the Volunteer Program, the Springs Stewardship Institute and the Forest Service, Cerissa has been instrumental in prioritizing springs for assessment/monitoring and restoration action in 2017. Once priorities are set, we plan to scale this work up across NRR, the 4FRI area and into Utah (linking up with Mary's efforts there) for 2017 and beyond as funding and staff capacity allow.

Bison management in Grand Canyon National Park and north onto NRR lands became a summer focus for us. Working with Roger and Ethan on a Trust cross-program team, we are in the midst of crafting strategy to remove completely or reduce the population of these non-native animals to a level where their impacts on biodiversity and cultural resources will be minimal. With the main Park Service proponent for bison leaving the area and a new superintendent coming in, our job to convince the agency that science and due NEPA process should drive decisions about bison may become easier. So far, however, the leadership vacuum and opaque politics beyond the park have slowed down decision-making.

~Ed Grumbine and Cerissa Hoglander

LAND

Public Lands Gatherings

Background

The Grand Canyon Trust/Intercessions Public Lands Gatherings are meetings of carefully selected, and wildly unusual, groups of leaders to develop a new story about America's public lands and what they can mean to the country in the 21st Century. This approach emerged from the contrast of two political movements that have captured attention over the last several years.

On the one hand, traditional land users and their political allies have claimed that the federal government cannot manage lands as well as its local counterparts could. They have advanced this claim through well-funded legislative and legal campaigns in statehouses across the West, as well as through armed confrontations out on the land.

On the other hand, an unprecedented coalition of Navajo, Hopi, Zuni, and Ute leaders has asked to join hands with the federal government in managing a proposed 1.9 million acre Bears Ears National Monument in the extraordinary cultural, scenic, and biological landscape stretching from Canyonlands National Park to the San Juan River in southeast Utah.

Both stories have ignited public attention. There have been hundreds of militia-style events across the country promoting state takeover of public lands. Numerous bills have been introduced in the Congress to accomplish that goal, and Utah is preparing major litigation claiming ownership of the federal lands in the state. In a sharp contrast, the obvious justice of the tribal claims has won massive support and President Obama may well make the Bears Ears National Monument the crowning environmental achievement of the end of his term. We believe these stories need to be better understood.

Two Previous Gatherings

In early 2016, when an armed militia was occupying the Malheur National Wildlife Refuge in Oregon demanding that the land be given over to local control, the Trust called together a diverse group of public lands experts to address two urgent questions: How should we treat our remarkable American inheritance of 640 million acres of public lands? And how should we describe their importance in a story accessible to the widest audience?

The first Gathering confirmed our sense that we desperately need a broader cultural story about who we are and what kind of world we live in. A second Gathering was held in June 2016. We expanded the circle, bringing together people from divergent walks of life, united by their shared concern for the earth. Legal and policy experts joined activists, historians, writers, Native Americans, people of color, and spiritual leaders to talk about how we must change our relationships to the land and one another.

A Third Gathering

At the time of this writing, a third gathering is scheduled for the end of the month of September. We will ground this September event in the real and transformative movement for Indigenous People to reclaim a role in the management of their ancestral lands at the Bears

Ears. We will explore how our vision for America's public lands must evolve in the 21st Century to be not only more inclusive, but to help heal the cultural, ecological and spiritual damage we've inflicted on one another and the land.

We are capturing the best and brightest ideas that emerge from each gathering (film, audio and written word) in an effort to leverage these small convenings to reach the broadest possible audiences.

~Sarah Hedden and Bill Hedden

LAND

Utah Forests Program

After 31 years, Manti-La Sal NF begins to revise its forest plan.

The assessment phase of what promises to be at least a four-year process to revise the 1986 forest plan of Manti-La Sal NF has begun. We are assembling a coalition of conservation organizations to develop a comprehensive proposal to be considered alongside the Forest Service proposal for this plan. This is essential because the current leadership in the forest appears paralyzed in the face of southern Utah county anti-federal pressure.

It's a complicated forest: The Monticello District is almost wholly within the Bears Ears National Monument. In September, the Trust joined a multi-party appeal of the Greens Hollow Coal Mine expansion decision on the Ferron-Price District; the expansion occurs within greater sage grouse habitat deemed priority by the Forest Service. And, as noted immediately below, the Trust is now in court challenging the agency's failure to remove goats from the alpine area above 11,000 feet in the La Sal Mountains of the Moab District.

The rare, alpine Mount Peale Research Natural Area is in court.

On September 22, Neil Levine will be in U.S. District Court, District of Utah challenging the Forest Service's Motion to Dismiss the Utah Native Plant Society and Grand Canyon Trust case against the Forest Service's failure to follow its national regulations that require the agency to remove exotic species from all research natural areas. Goat damage to this alpine research natural area has already been documented.

La Sal Sustainability Collaboration nearing final recommendations.

This two-year old collaboration is now at the stage of reviewing a series of recommendations for final approval by November. The desired conditions move cattle grazing and management away from its habitual focus on any grass as forage to include collaborative monitoring for support of native grass diversity, native trout, pollinators, beaver, and other members of the public lands community. Extensive infrastructure plans do raise questions about the public investments requested by permittees to retain some semblance of resilience in the face of global warming.

Conifer-overtopped aspen on fire on Monroe Mountain.

A series of successful prescribed burns in Spring of 2016 kicked off implementation of the 10-year plan to restore aspen throughout Monroe Mountain (Fishlake NF). The final alternative selected in the late 2015 EIS was based on the consensus recommendations of the five-year old Monroe Mountain Working Group co-convened by the Trust and the Grazing Improvement Program of the Utah Dept. of Agriculture.

-Mary O'Brien

LAND *Utah Wildlands Program*

The campaign to protect the Bears Ears cultural landscape remains the primary focus of the Utah Wildlands Program (see the Bears Ears strategic discussion paper earlier in this volume). Other work has focused on the Rob Bishop Public Lands Initiative and assisting the Utah Forests Program's work on the Manti-La Sal Forest Plan Revision (see the Utah Forests Program report).

Public Lands Initiative – A Golden Opportunity Becomes Brass

On July 14th, H.R. 5780, The Utah Public Lands Initiative Act, and H.R. 5781, The PLI Partner Act, were introduced in Congress during the visit of a delegation of Obama administration officials to Utah and just two days before a public listening session on Bears Ears in Bluff, Utah. The PLI improved in some ways, but worsened in others from the January discussion draft, and the PLI Partner Act would exempt the seven PLI counties from the Antiquities Act.

Among other poison pills, the bills would diminish the voice of sovereign Native American tribes in management of the Bears Ears cultural landscape, prevent the creation of new or expansion of existing national monuments, encourage rampant development of dirty fossil fuels and uranium, forever prohibit sensible management of livestock grazing, and hand over public lands and public roads to the State of Utah to further a staunchly anti-federal public lands agenda.

On September 14th, the Federal Lands Subcommittee of the House Natural Resources Committee heard testimony on H.R. 5780, the Utah Public Lands Initiative. H.R. 5781, The PLI Partner Act, was absent from the agenda. For more on the hearing, see the Bears Ears strategic discussion paper earlier in the board book.

PLI was scheduled to be marked up after press time for this report on Thursday, September 22nd. As this report is submitted, the Trust is working with a team on three priority amendments for minority members to offer, one of which will be the Tribes' proposal for collaborative management verbatim, a second will substitute agreements reached in Summit and Daggett Counties, and a third will subject any land exchange to a positive determination of benefit to the public interest by the Interior Secretary. These amendments will give Rob Bishop an opportunity, which he will surely take, to reject the Tribes, the counties, and the public interest on the record for PLI.

PLI's prospects for passage into law are slim to none, even if by an outside chance it passes the House. No Senate hearings have been scheduled with only a handful of legislative days remaining in the 114th Congress. Regrettably, what could have been a victory for all sides was undermined at every turn by the intransigence and pervasiveness of anti-public lands politics. Nonetheless, we remain hopeful that all sides can find the political will to begin again after the designation of Bears Ears National Monument in a subset of counties where consensus among stakeholders is within reach. Short of a true November surprise, Utah's political class will have no choice to get serious about negotiating legislation, or they can pick their next Clinton national monument - be it the Book Cliffs, the San Rafael Swell or completion of Canyonlands.

~Tim Peterson

NATIVE AMERICA *Native America Program Report*

Intertribal Gatherings Process

The Colorado Plateau Intertribal Conversations (CPIC) in partnership with Bioneers will be hosting the "*Indigenous Peoples' Gathering for Healthy Communities, Culture, and Climate*" gathering on November 6th-9th, 2016 at the Pueblo of Pojoaque's Buffalo Thunder Casino and Resort. As advised by the Colorado Plateau Intertribal Conversation members, the Indigenous People's Gathering will host International Indigenous keynote speakers, presenters, and attendees as such as; Arkan Lushwala - author of "*The Time of the Black Jaguar*", Naelyn Pike - advocate for Saving Oak Flats, and Roxanne Swentzel - local pueblo artist. The goals for the Pueblo of Pojoaque gathering include establishing an apprenticeship for younger gathering members to begin working alongside current members, establishing a larger network of practitioners launching tribal partnerships, and celebrating and highlighting the seven-year process of the Colorado Plateau Intertribal Conversations group.

The Pueblo of Pojoaque gathering will include three days of four track breakout sessions highlighting water, language and culture, sacred sites, and health. The gathering will also include demonstrations and activities hosted throughout the pueblo. A scholarship will be available to provide financial support for guests to attend based on their application need and interest.

The Colorado Plateau Intertribal Conversations group hired Tinhorn Consulting, LLC a Hualapai/Navajo/Hopi Consultant team to establish a strong marketing campaign and website for the Pueblo of Pojoaque gathering. The website www.intertribalgathering.com will host future CPIC newsfeeds, updates, and information following the November gathering as well as hosting information relating to the emerging mentorship program, learning center, and Moenkopi farmers market.

Native American Business Incubator Network

In July, the Native American Business Incubator Network received a two-year grant of \$511,000 from the Kellogg Foundation as part of a partnership with Catapult Design. A total of \$144,000 of the total grant will directly cover staff time, while another \$175,000 will be covering NABIN activities. In August, our team also received \$50,000 of support from the Small Business Administration to drive forward existing activities. With these funds, our team will be hiring Jessica Stago for a two-year stint to build the program and create a stand-alone organization separate from the Grand Canyon Trust. Her position will be contingent on funding.

Jessica was recruited to the team not long after we launched the program in 2012. Since then, she has remained integral to the success of the work. With Kellogg funding, she will be working to secure general funding for NABIN to advance its mission on the community level, chapter level, and national level via formal board development, effective packaging of goods and services, partnerships with other incubators, and tribal investments. She will be leading, with the initial help of Natasha, the NABIN work. We have several initiatives in progress now. First, NABIN is co-hosting Change Labs 2016 on October 7th in Crownpoint, NM as part of our grant activities within the Kellogg grant. This is our third annual Change Labs and we will deliver hands-on creative workshops specific to entrepreneurship and leadership abilities, one-on-one mentoring, and peer networking for new and emerging entrepreneurs who desire social change in

...and coming fall, we will also begin organizing a team to create an online database of Native American owned & operated businesses, searchable by product, service, location and industry. Third, we will also be launching a social innovation competition to select three winners who will receive one year of business incubation to help formalize, launch, and/or grow their business. Lastly, we will host our second annual Create & Elevate event that brings together guest speakers, business counselors, graphic designers, and business owners to develop specific marketing materials and tailored marketing strategies.

Navajo Parks & Recreation Department (NPRD) Western General Management Plan (GMP) Project

The NPRD GMP project is back on track with strong support from the DNR Director and several Navajo Nation departments. The Trust has the unique role of advising on this project, with Vanessa as the project manager and Tony serving on the advisory committee.

The NPRD GMP team created a beautiful vision graphic and statement for the Navajo parks system, with participation from local leaders, Navajo Fish & Wildlife, Navajo Rangers, NPRD park managers, the Navajo Land Department, Navajo Tourism and Navajo Historic Preservation. The team is designing a brochure that will initially be used to provide information and garner support for the project in western Navajo communities.

The team, along with ASU, Navajo Historic Preservation, and NPRD, are outlining the cultural mapping component of the GMP. This includes finding funding to complete the cultural mapping pilot study for Little Colorado River and Marble Canyon parks. We are working on the first step of the cultural mapping pilot project by delivering information about the project via newspapers, social media, and town hall meetings.

Diné Innovative Network of Economies in Hózhó (DinéHózhó), LLC

DinéHózhó is working to build its profile through website development and social media. It has also begun advising on the NPRD Western GMP and Harvest Facility project.

DinéHózhó is an advisor to the NPRD GMP project and has been instrumental in integrating the Diné perspective on sustainability into project planning so that the project is rooted in the Diné philosophy of Hózhó. This approach is different in that it requires community dialogue on intergenerational trauma and healing before planning for any development. DinéHózhó is also advising in the GMP's cultural mapping pilot project to assure traditional knowledge is captured and protected. This information will be instrumental in developing a GMP that protects sacred areas and environmentally sensitive areas as well as creates policy and guidelines to assure that this protection that is endorsed by the Navajo Nation.

DinéHózhó is the main consultant to create a feasibility study for the Harvest Facility - a cattle and sheep slaughtering facility in the Leupp community. Through DinéHózhó's involvement, this project has integrated sustainability elements into its design such as; provision of capacity building workshops, providing training in traditional agricultural practices, land monitoring, and climate change adaptation. This project is one that addresses the inextricable links between poverty, economic leakage, poor health, climate change, and biodiversity decline.

~Tony Skrelunas, Natasha Johnson, Deon Ben, Vanessa Vandever, and Heather Eastman

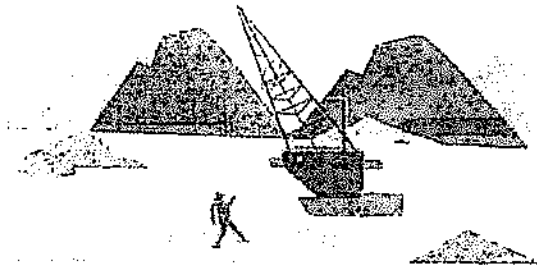
STEWARDSHIP and ENGAGEMENT

Communications

The New York Times

Protect the West From a Black-Gold Rush

© 2016, GALE, LLC 5/2016



Traditional media

As of September 18, 2016, Trust staff and board members had contributed to or been featured in over 80 local, regional, national, and international media stories since the last board book, including pieces in *The New York Times*, *Newsweek*, *National Geographic*, and *Le Monde*. More than 30 of these media hits were pitched by the Trust, bringing total earned media hits for 2016 to 184 (66 pitched). Highlights included Mark Udall's August 5 *New York Times* op-ed "Protect the West From a

Black-Gold Rush" and Steve Martin, Rob Amberger, and Joe Alston's joint op-ed "We Must Save The Grand Canyon From Being Spoiled" in *Newsweek* on June 19.

Supporter engagement

Using Salesforce, the Trust empowered supporters to submit over 1,800 comment emails to decision-makers via our Actions app and collected over 3,000 petition signatures. Soft asks in email communications continued to generate revenue, including a \$10,000 donation in response to a July e-newsletter ask.

Website

Traffic to the Trust website increased, with unique pageviews up roughly 6% to 93,900 since the last board book. Google Adwords pay-per-click advertising (a free service of Google Nonprofits) directed 26,806 clicks (a \$39,575.06 value) to the Trust website. The online version of the fall 2016 *Colorado Plateau Advocate* magazine was published September 9, 2016.

Social media

The Trust's Facebook page (like many) has been hard hit by the June 2016 algorithm adjustment, reducing growth by two-thirds. As of September 19, the Trust's Facebook page had 50,837 likes, an increase of only 10% since the last board book. Meanwhile, the Trust's Twitter following grew 8% to 2,433; Instagram grew 65% to 1,632 followers and Trust social media channels continued to drive significant traffic to the website.

Colorado Plateau Explorer

This summer marks a transition for the Colorado Plateau Explorer. Instead of a stand-alone site, we folded CPE into the Trust website for several reasons. Technical issues with the original site architecture proved impossible to resolve despite months of troubleshooting with the web developer. The way the site was built prevented Google from indexing most of our content, making it virtually invisible to Google searches.

By moving the CPE over to the Trust site, we automatically fix the Search Engine Optimization problems and also benefit from the added value of the \$70,000 Trust website redesign of 2014/15, with a much more robust platform (compared to the old CPE Wordpress site) to strategically link conservation news to hiking and camping info. We're looking forward to migrating content over to www.grandcanyontrust.org/hikes, and using the CPE as a communication tool to drive traffic to the Trust website.

~Ashley Davidson and Ellen Heyn

STEWARDSHIP and ENGAGEMENT

Development

The Trust is on track to meet its annual fundraising goals with revenue exceeding expectations in some streams and falling below expectations in others. Overall, our year-to-date revenue is slightly below projections.

Grants

We are ahead in our year-to-date foundation revenue in part due to a \$1,350,000 grant over 3 years from the William and Flora Hewlett Foundation. The Trust also recently received several grants including a \$200,000 grant from the Pulliam Foundation, a \$100,000 grant from the Taitanchi Foundation, and a \$75,000 grant from the Rodel Foundation.

Membership

From now to the end of the year, we have several major membership appeals, including our New Member Campaign, Giving Tuesday, the Year-End Appeal, and a Lapsed Member Appeal. This year, we added an email reminder to our Spring Membership Appeal generating an additional \$1,000 in donations. For the Year-End Appeal, we will send a few strategically-timed emails, balancing our goal of not sending too many emails to our members, and the trend towards electronic communications and online giving. Giving Tuesday will take place at the front end of our Year-End Appeal, and we are hopeful it will jumpstart our year-end giving. We are experimenting with a new type of donor list more closely aligned with our work as a regional conservation organization for this year's New Member Campaign, hoping to see a stronger return on investment and membership numbers.

Year-to-date Membership Renewals and donations from Major Donors are 40% and 92% below budget projections respectively. We are hopeful Membership Renewals will catch up as our membership campaigns and appeals get underway this fall.

Major Donors

On the Major Donor front, we held our first Phoenix Chapter event at the Desert Botanical Garden on September 14. The event was well attended, and 84 individuals requested to join the Phoenix Chapter. Many thanks to Pam Hait for all of her help to make this such a successful event! Staff has also hosted a trip to Kane Ranch, visited donors in New York and Washington, DC, and has plans for another Conservation Call regarding the proposed Escalade development in the coming weeks.

In summary, while there are a couple of revenue streams below year-end projections now, the majority of donations are received the last three months of the year. The Trust is on track to end 2016 on solid financial footing.

~ Laura Faircloth and Darcy Allen

STEWARDSHIP and ENGAGEMENT

Geographic Information Systems (GIS)

Throughout 2016, the GIS program has been diligently working to expand the reach of the Trust's message by using maps and cartographic stories to attract a diverse and widespread audience. On average, one Trust map has been picked up by a media outlet each month with 80% unsolicited by us. Such publications include High Country News, National Parks Traveler, The Guardian, various regional publications, and international blogs. We also received mention by National Geographic Magazine for our assistance with the Grand Canyon map feature in their September publication and are continually asked by other conservation groups like the Sierra Club and Wilderness Society to assist with creating products for their campaigns or to use our creations.

Interactive story maps continue to play a large role in our online referral traffic to our website. In our last update I reported that the *Keep the Canyon Grand* interactive story map was the top driving force to our website. And after four months, it continues to be one of the top 10 referrers to the site driving increased traffic to our blog, interior pages, membership, and action items. *Keep the Canyon Grand* also received second place in the ESRI annual international story maps contest in the conservation category. In 2017 we plan to build and launch the second edition in this series, *Grand Canyon Waters*. This story will highlight the threats and protection actions the Trust is taking to protect the waters of the Grand Canyon region. In August we launched the climate vulnerability story map for the North Rim Ranches to complement the release of the North Rim Ranches Climate Adaptation Plan. This story map breaks down the vulnerability model that highlights areas across the ranches that are at higher risk to climate change impacts. On August 24th, it was picked up by a Great Britain publication, Acclimatise, and embedded on their site.

The desire for our cartographic products continues to grow throughout the region and has offered a unique opportunity for the GIS program to generate funds for the continued growth of the program. This summer we completed a series for a book publication, *Views from the Colorado Plateau* that not only contributed to fundraising for the GIS program, but is also driving unique media to the Trust. Through our website, we also provide a broad range of free publicly available maps for download. After a year of tracking, maps products are the top items downloaded from our website, largely driven by social media and google searches. We will continue to seek unique funding opportunities throughout 2017 to continue to provide a creative perspective to conservation issues and further elevate the Trust's work.

Aside from the public facing cartographic products, the GIS program also provides data, analysis, field maps and prep, and technical support for Trust programs and legal team. We also continue to provide field crews with advanced technology to be able to collect, store, and report data findings quickly and seamlessly. Throughout 2016, we have continued to support issues relating to Greater Sage Grouse habitat in relation to energy development and our efforts relating to White Mesa Mill and Enfit America BLM oil shale rights of way. Currently, we are providing in-depth analysis that will be integrated into an alternative for the Manti-La Sal National Forest forest plan revision. Such analysis and data include identifying a paucity of optimal grazing locations based on topography, highlighting stream condition, priority habitat

locations for beaver, wilderness potential, and springs monitoring. We have also provided GIS and mapping support for local communities (Flagstaff's proposed expansion of Greater Buffalo Park and the community of Bluff's establishment of the Bluff River Trail and conservation easement), the Bears Ears's intertribal coalition, and the Escalade campaign.

~ Stephanie Smith

STEWARDSHIP and ENGAGEMENT

Volunteer Stewardship

As fall settles in, Volunteer Program staff are leading the last volunteer trips of the season, and what an incredible year it has been thus far! By the end of October, 380 volunteers will have contributed 13,500 hours of service to conservation on the Colorado Plateau. The Volunteer Program is proud of the on-the-ground work we accomplish every year, but we are equally proud of the relationships we cultivate through this work, and believe in the potential for volunteer experiences to transform lives.

Citizen Science

We continue to work with Program Directors to find opportunities for volunteers to play a role in moving key initiatives forward with citizen science. By engaging citizens in research that directly impacts our public lands, we are building a more informed and invested community of stewards and advocates.

2016 brought new and exciting collaborative citizen science work to support the Four Forests Restoration Initiative (4FRI). In August, we trained 17 "Springs Stewards" in partnership with the Springs Stewardship Institute, to collect data on the condition of springs across the 4FRI landscape. Citizen scientists also surveyed perennial and ephemeral streams in the 4FRI footprint. Data collected will help Forest Service land managers determine springs and stream restoration priorities, as well as contribute to the long-term understanding of the impacts of 4FRI restoration treatments. It's a unique opportunity to offer volunteers the chance to be a part of the entire restoration process, from pre-treatment assessments, to actual restoration activities, then monitoring post-restoration impacts. We anticipate providing opportunities for our "Springs Stewards" to support the Arizona Forests, North Rim Ranches, Utah Forests and Native America Programs in the next several years.

This season volunteers on North Rim Ranches (NRR) assisted scientists with ongoing climate change research, springs restoration efforts and cheatgrass mitigation studies. NRR continues to provide unique opportunities to collaborate with land managers and scientists and engage citizens in innovative research.

Volunteers returned to Johnson Lakes Canyon in Grand Staircase-Escalante National Monument to document reference area conditions in this heavily-grazed part of the Colorado Plateau. Volunteers also returned to White Mesa Cultural Conservation Area to help us understand how ungrazed lands can recover over time.

Youth Leadership

It's been an impressive year for young energy and enthusiasm at the Trust! Nearly 70% of volunteers in 2016 were ages 14-25, supporting the notion that there is a community of young leaders ready and willing to engage in conservation challenges on the Plateau.

VP staff worked hard this year to cultivate partnerships with local teachers to bring conservation projects and ethics into the classroom. By working closely with teachers before, during and after a volunteer trip, we encourage long term engagement with the issues we are working on. We

continually seek to find creative, meaningful ways for students to participate in the conservation movement beyond a volunteer trip. We facilitate independent research opportunities for undergraduate students, work with teachers to design post-trip advocacy projects, and connect student volunteers with researchers and conservation professionals that provide otherwise inaccessible expertise.

We recently said good-bye to Montana Johnson and Claire Martini, two of our phenomenal AmeriCorps interns. Montana was an integral member of our team, helping lead our citizen science trips and developing organization-wide outreach materials. After Claire's own time as our Citizen Science coordinator, she stayed on for a second term to organize the second Uplift Climate Conference, which was an enormous success thanks to Claire's leadership. We now welcome Maria Archibald and Lisa Winters, our new Youth Engagement and Citizen Science Coordinators, and are excited about the new energy and enthusiasm they will bring to our team!

Uplift Climate Conference

For the second year, the Trust and Northern Arizona University's Landscape Conservation Initiative (LCI), provided the opportunity for a team of 9 twenty somethings to plan and host a gathering of youth on the Plateau. The Uplift Climate Conference was held in the San Juan National Forest near Durango August 18-20, 2016. 103 Regional activists, scientists, storytellers, and students came together to work on a collective "story of now" for the climate justice movement. Uplift fostered a multicultural space that welcomed, challenged, inspired, and provoked participants in a unique setting unlike any other "conference" of its kind. Uplifters left with new energy and made commitments towards specific goals and actions in their own communities. One participant wrote:

"Most powerful climate conference I've ever been to. Storytelling + community-building + indigenous leadership + youth leadership + place-based + arts, ceremony, & music = the movement I believe in." Morgan, 22

Now, with more than 9 months of planning and follow-up for the 2016 cycle completed, GCT and LCI are re-evaluating funding streams and considering how to keep the Uplift momentum moving forward in 2017.

Looking Ahead

The Volunteer Program has built a solid foundation of hard-working, passionate citizens who are as dedicated to the mission of the Trust as our staff. We have formed lifelong friendships with many of our volunteers. While many people only have time to give, we know that many others can and want to give more. We are planning a large fundraising ask of our volunteers of \$50,000 in October that will allow us to purchase a truck and related supplies. This purchase would save the Trust money over time and greatly benefit the Volunteer Program. The fundraising effort will coincide with the launch of a bi-annual Volunteer Newsletter, with the goals of building community among our volunteers, keeping volunteers engaged in our work, and acknowledging the amazing people that give so much of their time to our organization and to the land.

~Emily Thompson, Andrew Mount, Michael Chizhov and Claire Martini